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1 October 2004

The Hon Michael Costa MLC  
Minister for Transport Services  
Minister for the Hunter  
Parliament House  
Macquarie Street  
SYDNEY NSW 2000

Dear Minister

I am pleased to submit to you, for presentation to Parliament, the Annual Report of the Waterways Authority for the year ended 30 June 2004.

The Annual Report has been prepared in accordance with the requirements of the *Annual Reports (Statutory Bodies) Act 1984* and the *Ports Corporatisation and Waterways Management Act 1995*.

After the Report has been tabled, it will be made available to the public in both hard copy form and on compact disc and will be placed on the Authority's website.

Yours sincerely

Chris Oxenbould AO  
Chief Executive

# OVERVIEW

The Waterways Authority initiated a two-way communication program with the boating community of NSW in 2003–04. Part of this process was a series of customer satisfaction surveys conducted in the first half of 2004.

An important element of this program was to better inform the community on how fees collected from recreational and commercial vessels are allocated.

## Your Boating Fees at Work

The ways in which revenue collected from boating fees are put back into the boating community include:

- Servicing approximately 200,000 boat owners
- Servicing approximately 447,000 boat driver's licence holders
- Conducting 49,000 on-water safety checks
- Spending more than \$2 million on navigation markers statewide
- Maintaining 14 lighthouse lights along the NSW coast
- Allocating more than \$600,000 to marine volunteer rescue groups to purchase new rescue craft, upgrade facilities, and improve communications equipment
- Allocating more than \$49,000 to subsidise a toll-free weather telephone service
- Conducting more than 90 safety and environment campaigns
- Maintaining a network of 55 Boating Officers located strategically throughout NSW near popular boating areas
- Maintaining a fleet of patrol boats and vehicles to allow statewide compliance and education efforts
- Spending more than \$300,000 on awareness and education publicity campaigns
- Operating 30 service centres near popular boating areas across NSW
- Allocating more than \$440,000 in producing approximately 100 publications on services, safety and equipment such as:
  - low-cost waterproof boating maps
  - VHS and DVD boating safety videos
  - free annual Boating Handbook
  - free tide charts
  - free safety stickers and brochures
- Conducting more than 400 free boating seminars statewide
- Overseeing a state of readiness for oil spill and chemical pollution response under a National Plan
- Administering the Boatcode system in NSW
- Overseeing more than 10,000 aquatic events across NSW. Such events include direct involvement in the Sydney to Hobart yacht race start, New Year's Eve on the Harbour, Australia Day and the Bridge to Bridge water-ski race
- Funding support for the National Marine Safety Committee and a boating user group network throughout NSW
- Funding support for and overseeing the marine radio communications network in NSW
- Investigating accidents
- Managing and coordinating almost 20,000 recreational, commercial and courtesy moorings throughout the State
- Providing funding towards sewage pump out facilities and waste collection
- Assisting to contain invasive weeds
- Maintaining a boating info line that takes an average of 220 calls per day
- Providing an up-to-date website that attracts some 840,000 page views a year.

# FINANCIAL SUMMARY

## Waterways Customers 30 June 2004 financial statement

	\$'000	Income \$'000	Expenditure \$'000
<b>Recreational boating revenue comes from the following major sources:</b>			
Drivers' licences	13,872		
Boat registrations	14,753		
Mooring fees	6,992		
Boating fees (maps, publications, berthing charges, aquatic licences, penalty notices, Boatcode)	3,844	39,461	
<b>Recreational boating revenue pays for the following activities:</b>			
Safety education	5,865		
Accident investigation	2,550		
Control, planning, management and administration	10,710		
Enforcement	4,080		
Navigation aid maintenance	2,295		
Mooring management	5,454		
Event management (Sydney / Hobart yacht race, New Year's Eve celebrations)	1,538		
Grants to councils etc for the provision of boating facilities (boat ramps)	1,051		
Other grants (marine rescue volunteers, marine safety committees, Australia Day support)	1,202		34,746
<b>Recreational boating revenue was also used to replace the following assets:</b>			
Navigation aids	1,383		
Patrol boats, outboard motors and other vessels	1,463		
Motor vehicles	944		
Computers	885		
Office equipment	40		4,715
<b>Commercial vessels revenue comes from the following major sources:</b>			
Survey fees	1,770		
Registration fees	647		
Examinations etc	286	2,703	
<b>Commercial vessels revenue pays for the following activities:</b>			
Vessel surveys	964		
Safety education	217		
Accident investigation	96		
Control, planning, management and administration	361		
Enforcement	145		
Navigation aid maintenance	626		2,409

*Your Boating Fees at Work* gave a snapshot of where boating fees are used. For example, \$1,607,146 was allocated to improve 47 boating facilities statewide. This included almost \$370,000 on facilities in Sydney and more than \$1,237,000 in regional NSW.

	\$'000	Income \$'000	Expenditure \$'000
<b>Commercial vessels revenue was also used to replace the following assets:</b>			
Vessels and other plant	220		
Motor vehicles	52		
Computers	16		
Office equipment	6		294
<b>Property revenue comes from the following major sources:</b>			
Regional ports of Yamba and Eden (pilotage and navigation charges)	594		
Channel fees from port corporations	6,854		
Rents and leases	40,241	47,689	
<b>Property revenue pays for the following activities:</b>			
Harbour cleaning	2,157		
Wetland management	4,315		
Property management	20,875		27,445
<b>Property revenue was also used to replace the following assets:</b>			
Navigation aid	11		
Seawall reconstruction	299		
Wharf reconstruction	3,924		
Beach restoration	169		
Motor vehicles	107		
Computers	16		
Office equipment	17		4,543
<b>Other sources of revenue are as follows:</b>			
Interest on bank deposits and investments	4,381		
Government funding for major projects at Walsh Bay and Eden	3,337	8,046	
<b>Total revenue received and total payments made:</b>		<b>97,899</b>	<b>74,152</b>
Cash distribution to NSW Treasury			6,000
Balance to accumulated funds			17,747
		<b>97,899</b>	<b>97,899</b>

#### OF NOTE:

- Fees collected from recreational boating and commercial vessels are expended providing services to these groups
- The Authority's responsibilities to shipping, the regional ports and harbour cleaning are funded principally from property-related income
- Distributions to Treasury are paid from property rental incomes and disposal of surplus property
- The nature of the Authority's property developments (Walsh Bay, King St) creates large and uneven variations in surpluses and distributions to the State Government.

# KEY PERFORMANCE INDICATORS

INDICATOR	2002-03	2003-04	Trend/Comment
<b>Financial</b>			
Total assets (\$M)	599.96	602.55	Up due to level of investment funds
Net surplus (\$M)	35.63	23.75	Decrease due to (a) reduced capital appropriation for Walsh Bay Wharves redevelopment and development of Port of Eden, and (b) decrease in grants and subsidies received
Distribution (provision) to NSW Treasury (\$M)	17.16	9.00	Comprises \$9M from normal operating surplus
Average revenue per employee (\$000)	374	306	Down due to decreased operating revenue
<b>Outputs</b>			
Boating licences	449,549	446,873	Decrease this year due to take-up of boating licences in Victoria
Registered recreational vessels	190,720	196,234	Demand has increased faster than recent population growth
Educational seminars presented	401	461	Concentration this year on bar safety, lifejackets and hypothermia
Solar navigation aids installed	1,017	1,020	96% of lit navigation aids are now solar powered
Volume of waste recovered from Sydney Harbour (cubic metres)	3,567	2,874	Down due to lower than normal rainfall in catchment areas
Number of commercial vessel discharges at sewage pump-out facilities at Pyrmont, King Street Wharf and Blackwattle Bay	4,971	6,521	Increased operator awareness
Foreshore development applications finalised	39	58	Increase brings total back to near long-term average
Projects offered WADAMP grant funds	40	47	Includes 13 grants offered through the Sharing Sydney Harbour Access Program
<b>Outcomes</b>			
Fatalities per 100,000 recreational vessel registrations	10.1	4.1	A significant drop in recreational vessel fatalities recorded for the year
Fatalities per 10,000 commercial vessel registrations	0.4	1.2	More commercial vessel fatalities recorded for the year
Safety compliance rate:			
- recreational vessels (%)	93.1	92.3	Results reflect consistent safety awareness and enforcement
- commercial vessels (%)	94.1	88.9	
- personal watercraft (%)	92.7	94.4	
Licence, registration and mooring renewals paid using Interactive Voice Response, the Internet or BPAY (%)	35.6	39.4	Electronic transactions are becoming increasingly popular with clients
Complaints received on Waterways Info Line (%)	0.5	0.33	Main complaints were about speed, noise and wash
Major foreshore redevelopments announced	2	0	None this year
Trade through Eden and Yamba (000 tonnes)	764	782	Mostly woodchip exports through Eden to Japan
Residual workers' compensation exposure (\$M)	1.55	2.14	Number of claims open increased by 38%
<b>Staff</b>			
Full time equivalent staff at 30 June	305	309	Transfer of Shipping Safety Unit from Ministry of Transport to Waterways Authority
Hours lost due to industrial disputes	0	0	No disputes

# FIVE YEAR PERFORMANCE INDICATORS

INDICATOR	1999-00	2000-01	2001-02	2002-03	2003-04
<b>Financial</b>					
Total assets (\$M)	497.1	515.1	534.1	600.0	602.54
Net surplus (\$M)	4.48	-2.16	45.37	35.63	23.75
Distribution (provision) to State Government (\$M)	3.0	21.5	38.75	17.16	9.00
Capital works expenditure (\$M)	7.8	12.2	9.1	22.4	10.00
Average revenue per employee (\$000)	191	405	424	374	306
<b>Outputs</b>					
General (non PWC) boating licences	374,235	387,567	409,254	414,825	414,987
PWC boating licences	29,005	35,113	35,997	34,724	31,886
Non PWC registered recreational vessels	165,977	171,457	176,716	183,621	189,175
PWC registrations	7,969	8,378	7,509	7,099	7,059
Aquatic licences issued	650	612	535	561	586
Environmental assessments for mooring and aquatic licences	2,821	2,838	3,286	2,638	2,636
Educational seminars presented	496	447	497	401	461
Solar navigation aids	1,005	1,020	1,032	1,017	1,020
Volume of waste recovered from Sydney Harbour (cubic metres)	3,376	3,508	3,898	3,567	2,874
Land owner's consent applications finalised	131	77	70	62	88
Foreshore development applications finalised	116	78	41	39	58
Projects offered WADAMP grant funds	30	25	31	40	47
<b>Outcomes</b>					
Boating incidents reported	376	345	350	391	355
Fatalities	19	19	21	22	9
Serious injuries	43	32	30	45	43
Minor injuries	144	137	131	106	91
Fatalities per 100,000 total registered vessels	11.0	10.2	11.0	11.3	4.4
Safety compliance rate:					
- recreational vessels (%)	93.4	92.7	94.0	93.1	92.3
- commercial vessels (%)	95.5	92.6	94.5	94.1	88.9
Complaints received on Infoline (%)	0.3	0.3	0.5	0.5	0.3
Major foreshore redevelopments announced	2	3	1	2	0
Trade through Eden and Yamba (000 tonnes)	881	805	817	764	782
MSB residual workers compensation exposure (\$M)	2.45	1.84	1.42	1.55	2.14
<b>Staff</b>					
Full time equivalent staff at 30 June	289	282	292	305	309
% of women staff (including casuals)	38.0	36.7	39.3	40.8	43.7
Hours lost due to industrial disputes	0	0	0	0	0
Average days lost due to sick leave or accidents	5.3	6.7	6.9	6.6	6.2

# CHIEF EXECUTIVE'S OVERVIEW

I am pleased to report that in 2003/04 the Authority experienced a 38% reduction from the previous year in complaints about on-water behaviour and will continue its strong emphasis on education, aiming to further reduce complaints in the future.

Chris Oxenbould AO, Chief Executive

On 19 January 2004 I joined the Waterways Authority as Acting Chief Executive following the retirement of the previous Chief Executive, Matthew Taylor.

Upon my arrival the Minister for Transport Services, the Honourable Michael Costa MLC, directed that a comprehensive review be undertaken of the functions of the Waterways Authority, to be completed within six months.

The purpose of the review was to assess the effectiveness of the Waterways Authority in delivering its core functions. Customer satisfaction surveys were undertaken of the Authority's clients, stakeholders and staff to gain internal and external feedback on the Authority's operations.

## Our Performance

In 2003-04 there were nine boating fatalities. While this is nine too many and had a tragic impact on the families and friends concerned, it is a significant improvement on the 22 boating fatalities the previous year. 2003-04 was a relatively safe year but there is room for improvement and no cause for complacency.

A number of initiatives were undertaken by the Authority to ensure safe boating practices and save lives of boaters. In October 2003 the Minister for Transport Services announced the compulsory requirement to wear a lifejacket when crossing bars. The Authority also adopted the recommendation of the Alcohol Summit to enable random breath testing to be carried out on the waterways, an initiative to come into effect in 2004-05.

In 2003-04 the Authority conducted five major statewide boating safety campaigns during the peak season. In addition, the Authority's Boating Service Officers conducted more than 400 safe boating seminars throughout NSW, 93 regional educational campaigns and 49,227 vessel checks.

During the year, work continued on a number of boating plans of management for specific waterways including the Tweed River, Lake Conjola and Smiths Lake in order to address the interests and concerns of competing waterway users and provide a balanced outcome for all.

A new competency-based maritime training program was implemented by the Authority, in conjunction with marine training organisations.

The Authority also commenced a Safety Management System for the operators of commercial vessels in NSW. This statutory system is designed to improve the industry's safety culture, performance and operational reliability.

During 2003-04 the Authority assumed new responsibilities with the transfer of the Ministry of Transport's Shipping Safety Unit and an elevated coordination role in relation to NSW port security.

NSW successfully met the Commonwealth's timeframe for adoption of international maritime security requirements with plans now approved for all the major and regional NSW ports, including the Authority's ports of Eden and Yamba.



During 2003-04, applications for grant funding from the Authority's Waterways Asset Development and Management Program (WADAMP) were sought for the first time for projects in Sydney Harbour, in association with the Sharing Sydney Harbour Access Program administered by the Department of Infrastructure, Planning and Natural Resources (DIPNR). Fourteen grants totalling \$369,625 were offered for boating infrastructure in Sydney Harbour as well as 33 WADAMP grants totalling \$1,237,521 for regional New South Wales.

The Authority continued to progress a range of projects designed to support and encourage the working harbour. This included the exhibition of a Masterplan for a maritime centre at Homebush Bay west and the completion of a boat storage policy for Sydney Harbour, in conjunction with DIPNR. In addition, the Authority continued to work with the eight consortia chosen to develop the Rozelle Bay maritime precinct and received detailed designs of their proposals for dry boat storage, waterfront construction, vessel refit and repair and more.

On Sydney Harbour, the Authority completed an assessment of the public use of boat ramps, based on data collected from users during the year. This information will help in determining the future management and improvements to these facilities.

With respect to the environment, the Authority managed dredging work on a restoration project to protect the freshwater wetlands and native bird habitat at Towra Point Nature Reserve, Botany Bay.

In relation to residential wetland leases, the Independent Pricing and Regulatory Tribunal reviewed wetland rentals and made recommendations to increase these to more closely reflect current market rentals and effect a more consistent approach to the management of public waterfront land.

#### Acknowledgement

Valuable consultation with the community and stakeholders, including members of the Waterways Authority Council, has greatly assisted the Authority in progressing important initiatives and providing professional services for all its clients.

Finally, I would like to thank the General Managers and all staff for their commitment to the Authority and the superior quality of work which has been delivered.

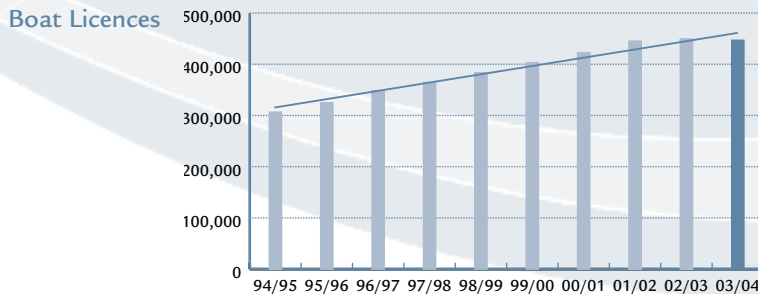
Chris Oxenbould AO  
Chief Executive



# TEN YEAR CUSTOMER TRENDS



## Recreational Boating



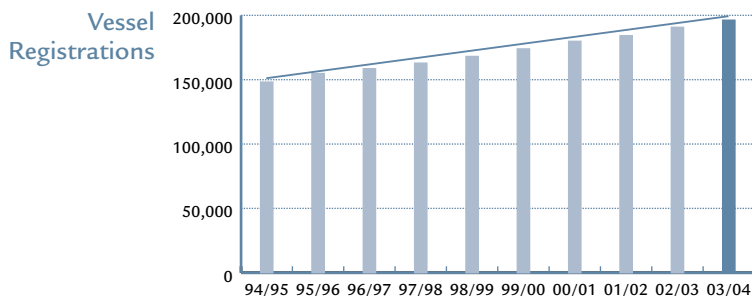
### Boat Licences

The total number of licences decreased by 1.2 per cent to 446,873 in the year to 30 June 2004.

General boating licences decreased by 0.4 per cent overall, with the greatest decline (22.6 per cent) from Victorians – who are now required to have a Victorian licence.

Personal watercraft licences, which account for 7.1 per cent (31,886) of all licences, dropped by 9.3 per cent during the year, with the greatest decline also from Victorians.

There has been a 45.7 per cent increase in all licences since 1994–1995.

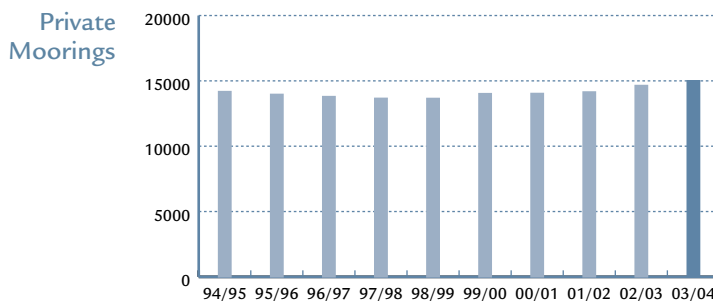


### Vessel Registrations

The total number of recreational vessel registrations increased by 2.9 per cent to 196,234 in the year to 30 June 2004.

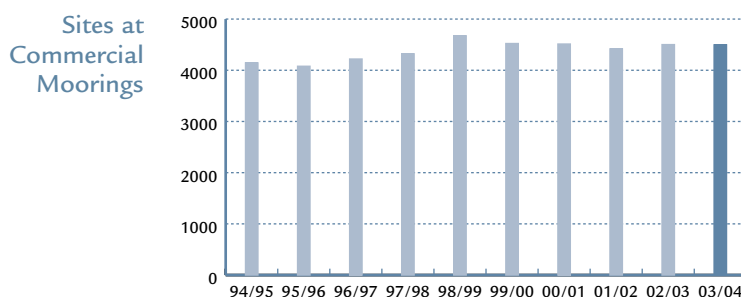
General boating registrations increased by 3.0 per cent. However, personal watercraft registrations, which account for 3.6 per cent of all registrations, dropped by 0.6 per cent during the year.

Since 1994–1995, there has been a 32.4 per cent increase in all registrations.



### Moorings

Total mooring sites have remained relatively stable for the past 10 years. The number of private moorings (15,001) increased by 2.4 per cent during the year, while sites at commercial moorings (4497), for which there are 1105 locations, have remained relatively constant.





Left: The number of moorings state wide remains stable.

Right: Ship Surveyor Harry Machan undertakes an annual inspection of the underwater components of a commercial vessel hull.

## Commercial Vessels

### Commercial Vessel Registrations

Commercial vessels include tourist and charter boats, fishing vessels, work boats, ferries, water taxis and any other vessel used for commercial purposes.

Registered commercial vessels are either in survey or exempt from survey. Those exempt from survey include estuarine fishing vessels and work boats, sailing school vessels and restricted sea going fishing vessels less than 7.5m in length. Vessels in survey (1973) and vessel exempt from survey (3178) both decreased slightly, the latter reflecting the continued changeover of Hire and Drive vessels to their own separate category. (A separate Hire and Drive licence was introduced in February 2002.)

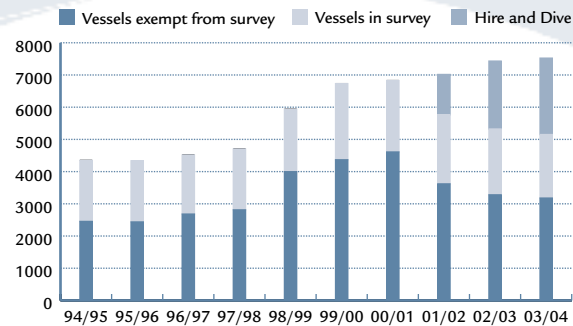
Hire and Drive vessels increased by 12.5 per cent to 2372, taking the total number of vessels in all three categories to 7523 for the year.

### Marine Certification

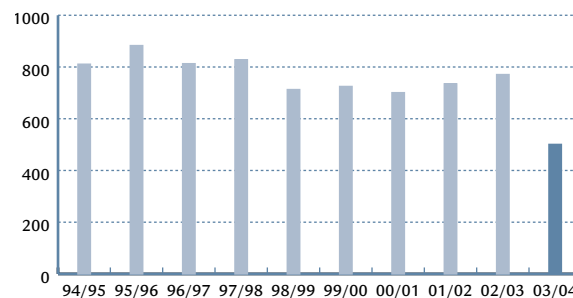
The number of people obtaining a Certificate of Competency decreased to 501. This decrease is the result of flow-on effects from a change to competency-based training by registered training organisations which has led to fewer people attending colleges. Students must be deemed competent and have evidence of acceptable qualifying service before they can complete their courses, and this appears to have reduced enrolments, and in turn reduced the number of certificates issued.

### Initial Surveys Completed

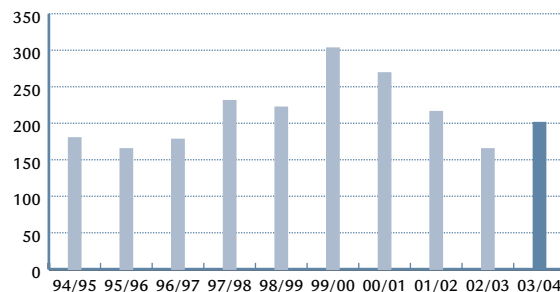
The number of initial surveys increased to 201 (up from 165 last year). This increase represents a recovery from the post-Olympic tourism downturn, and the changed taxation rules that previously affected new Hire and Drive operators. These two factors contributed to the progressive decrease between 2000 and 2003.



Commercial Vessel Registrations



Certificates of Competency Issued



Initial Surveys Completed

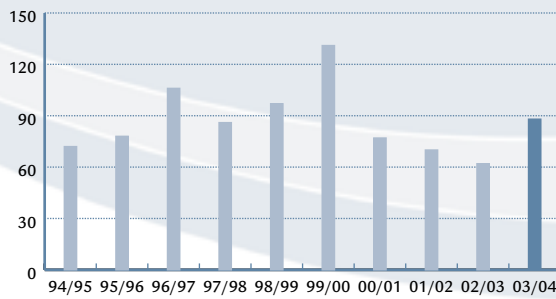


In 2003-04, Waterways expanded its role to include the coordination of port security within the Transport portfolio.

## Maritime Property and Assets



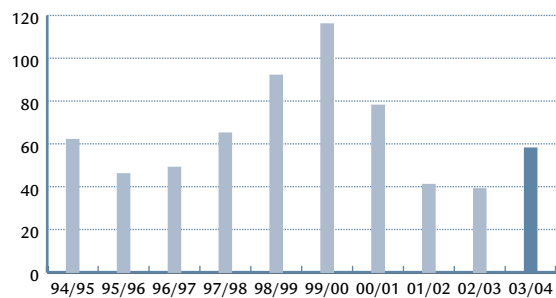
Applications for Land Owner's Consent finalised



### Applications for Land Owner's Consent

Applications for waterfront development, which come under Part 4 of the *Environmental Planning and Assessment Act* (EP&A Act), generally reflect cyclical changes in the real estate market and building industry activity. The number of applications finalised increased from 62 last year to 88 this year.

Applications for Development Consent Finalised

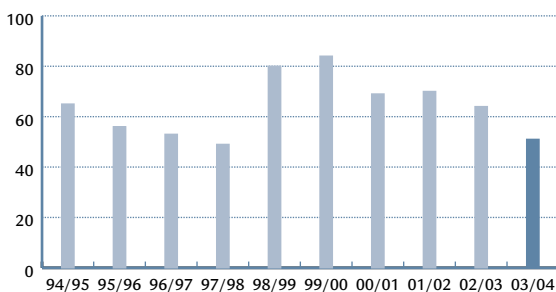


### Applications for Development Consent

The number of development consent applications assessed and finalised during the year increased by 49 per cent to 58.

Developments are assessed under Parts 4 and 5 of the EP&A Act. Part 5 applications apply to designated areas not covered by Sydney Regional Environmental Plans Nos. 22 and 23, such as current port areas of Sydney Harbour, Blackwattle and Rozelle Bays and the Lane Cove River. Development consent applications are assessed by the Foreshores and Waterways Planning and Development Advisory Committee.

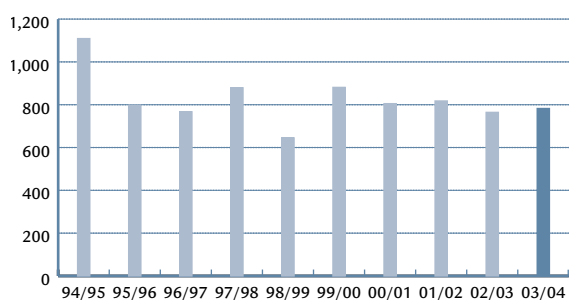
Construction Application Approvals



### Construction Application Approvals

In the third stage of the approval process, a landowner of waterfront property adjoining the bed of waterways owned by the Waterways Authority must obtain the approval of the Authority before constructing over the water. The number of construction applications approved during the year decreased by 20 per cent to 51.

Regional Ports Trade



### Trade through Regional Ports

Trade totalled 782,385 mass tonnes during 2003-2004, an increase of 2.4 per cent over the previous year. Nearly 98.4 per cent of this total comprised woodchip exports from Eden, principally to Japan.

Projects like the award-winning redevelopment of Walsh Bay are a product of successful joint ventures between the Authority and the private sector. The NSW Premier officially opened the new Sydney Theatre and the public promenade at Walsh Bay during the year.

Zenon Michniewicz, General Manager Maritime Property and Assets



# CORPORATE GOVERNANCE

Legal Services Manager Tonette Kelly and Contract Solicitor Irene Lomis locate documents and respond to subpoenas and Freedom of Information applications as well as prosecute offences against marine and environmental legislation.



## Corporate Structure

The Waterways Authority is a NSW statutory body created under the *Ports Corporatisation and Waterways Management Act 1995*.

The Chief Executive is responsible and accountable to the NSW Minister for Transport Services and to the NSW Parliament for the Authority's overall performance and for ensuring performance is consistent with legislative compliance and best practice principles.

Strategic direction and operational management was undertaken by an Executive Management Committee consisting of the Chief Executive, four General Managers and an Executive Director.

This Committee met regularly to review operational performance and compliance. Advisory bodies and committees, which included the Waterways Authority Council, also provided advice to the Executive Management Committee.

## Waterways Review

In February 2004 the Minister for Transport Services, the Honourable Michael Costa MLC, directed that a comprehensive review be undertaken of the functions of the Waterways Authority. The review was to be completed within six months. The purpose of the review was to assess:

- The effectiveness of the existing structure of the Waterways Authority in delivering the core functions of:
  - Maritime safety
  - Maritime security
  - Maritime infrastructure and property management
  - Protection and conservation of the marine environment

- The consistency of Waterways Authority practices throughout the State
- Any duplication of Waterways Authority responsibilities and activities with other government agencies
- Existing revenue streams.

The Chief Executive of the Waterways Authority established a review team whose work was overseen by a steering committee.

On 21 July 2004, the NSW Government endorsed the recommendations of the review.

The review recommended the restructuring of the Waterways Authority into five divisions:

- Shipping, Security and Environment
- Recreational Boating
- Commercial Vessels and Asset Management
- Corporate Services
- Maritime Property.

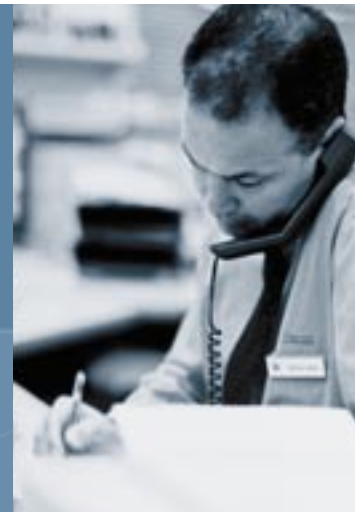
General Managers for the Recreational Boating and Maritime Property Divisions were directly appointed. Recruitment for General Managers for the remaining three divisions began and was expected to be finalised in October 2004 and the positions filled shortly thereafter.

Changes to existing key legislation necessary to implement recommendations in the review were initiated.

The recommendations included a name change and the Authority commenced trading as NSW Maritime on 1 September 2004.

A wide-ranging review of the structure and functions of the Authority will result in a refocused organisation from 1 September 2004. The main purpose is to provide safe and sustainable ports and waterways in NSW.

Chris Oxenbould, Chief Executive



### Statutory Framework

The Authority administers the following Acts of Parliament:

- *Ports Corporatisation and Waterways Management Act 1995*
- *Maritime Services Act 1935*
- *Navigation Act 1901*
- *Marine Pilotage Licensing Act 1971*
- *Commercial Vessels Act 1979*
- *Marine (Boating Safety – Alcohol and Drugs) Act 1991*
- *Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001*
- *Marine Pollution Act 1987.*

Work continued on the Marine Safety Regulation which will enable the commencement of the *Marine Safety Act 1998*. The Act consolidates all of the above legislation other than parts of the *Ports Corporatisation and Waterways Management*, the *Marine Safety Legislation (Lakes Hume and Mulwala) Act* and the *Marine Pollution Act*.

The Authority also had responsibilities relating to the marine environment under:

- *Rivers and Foreshores Improvement Act 1948*
- *Environmental Planning and Assessment Act 1979*
- *Protection of the Environment Operations Act 1997.*

### Code of Ethics and Standard of Conduct

The Authority commenced participation in a Corruption Resistance Review conducted by the Independent Commission Against Corruption in February 2004. The review is designed to ensure the organisation is corruption resistant and to update relevant policies such as codes of ethics and standards of conduct. The review is scheduled for completion in 2004–2005 .

### Prevention of Fraud and Corruption

The prevention of fraud and corruption continues to be a focus of the Authority's internal audit program. During 2003–2004, the program included audits of the purchasing and accounts payable function, the cash handling procedure and an analysis of suspicious transactions. Recommended changes arising from the audits were considered by the Authority with a view to implementation.

### Strategic and Business Planning

The Chief Executive and senior management set the corporate objectives and strategies to meet NSW Government priorities as well as community and customer needs. The Corporate Plan, which is available on the Authority's Internet site, sets out the organisation's vision, mission and key priorities and provides a means of measuring success against the major initiatives. The Authority has a corporate and business planning cycle involving analysis of internal and external environments, strategic development and planning, service delivery and performance monitoring and evaluation targets.

# MANAGEMENT AND STRUCTURE



Corporate Executive  
as at June 2004



Chris Oxenbould AO  
Chief Executive



Zenon Michniewicz  
General Manager  
Maritime Property and Assets

## Chris Oxenbould AO Chief Executive

Chris became the Acting Chief Executive of the Waterways Authority on 19 January 2004 after a distinguished career in the Royal Australian Navy, a strategic planning role as Executive Director Infrastructure Coordination Unit in the NSW Premier's Department and two years as CEO of the Newcastle Port Corporation.

The majority of Chris's career has been spent in the Navy, retiring from the Royal Australian Navy in August 1999 following more than 37 years of service. He left the Navy as a Rear Admiral with his postings at that rank including Deputy Chief of Navy, Maritime

Commander Australia and the Chief of Naval Personnel, providing a wide cross section of strategic level planning experience.

Chris's interests in recreational boating have included volunteer administrative positions as Chairman of the Sydney Hobart Yacht Race Committee 2000 and 2001, Commodore of the Double Bay Sailing Club and appointments to the Executive Council and Council of the Yachting Association of NSW.

Following his service in the Gulf War, Chris was made an Officer of the Order of Australia in 1991.

## Zenon Michniewicz General Manager Maritime Property and Assets

Zenon has worked with the Waterways Authority since 1990 when he joined the then Maritime Services Board. He has been General Manager of the Maritime Property and Assets Division since 1999.

Zenon has in-depth experience in issues including port operations and planning, water-based public transport and tourism, marine structures and coastal processes, major foreshore redevelopments, sediment contamination and water quality.

He has also been responsible for delivering major waterfront redevelopments in Sydney including the Woolloomooloo Finger Wharf, Walsh Bay and King St Wharf.

**Responsibilities:** Development Projects – Asset Management – Property Acquisitions and Disposals – Development and Construction Approvals – Regional Ports – Strategic Planning – Legal (property)

## Brian Stanwell Acting General Manager Corporate Services

Prior to 1995 Brian Stanwell had been Treasurer of the Maritime Services Board. He was Finance Manager for the Waterways Authority and in October 2003 was appointed Acting General Manager Corporate Services.

Brian is responsible for corporate services which embraces the functions of finance, human resources, legal services, information technology and records management.

In recent times Brian has been involved in the integration of the maritime property portfolio within Waterways, the introduction of the new enterprise agreement, establishing goods and services tax compliance structures for the Authority's major construction projects and heading the team responsible for the Waterways Review.

**Responsibilities:** Finance – Information Technology – Legal Services – Employee Relations – Records Management



**Brian Stanwell**  
Acting General Manager  
Corporate Services



**Brett Moore**  
General Manager Operations



**John Hickey**  
General Manager Policy  
and Business Improvement



**Paul Robinson**  
Executive Director  
Maritime Asset Strategy

Brett has been with the Waterways Authority since 1991 and was appointed to the position of General Manager Operations in October 1997.

The Operations Division administers the Authority's regulatory and licensing activities, with a strong focus on boating safety and environmental protection of NSW waters. The division also comprises commercial vessel operations, management of aquatic events and the provision and maintenance of navigation aids across the State.

Brett has been responsible for managing boating safety campaigns, which include education programs,

and developing boating plans of management, last year resulting in an improvement in vessel operator compliance coupled with a reduction in boating incidents statewide.

Operations is currently focusing on improving the provision of services, particularly in the area of electronic service delivery.

**Responsibilities:** Aquatic Events – Vessel Survey – Hawkesbury/Broken Bay operations – Hunter/Inland operations – Murray/Inland operations – North Coast operations – South Coast operations – Sydney operations – Marine Certification – Client services

**Brett Moore**  
General Manager  
Operations

John joined the Waterways Authority in 1991 and then the Policy, Planning and Research Division in 1995. He was appointed General Manager Policy and Business Improvement in November 2003.

The Policy Division plays an important role in the development of government policy, many with cross-portfolio implications for marine safety and environment protection issues.

John has recently been involved in developing the Authority's new role as the regulator of ferries and charter vessels and coordinating the State's position on port security.

**Responsibilities:** Public Affairs – Products and Services policy – Marine Safety policy – Legislation – Environment policy – National Consultative Process

**John Hickey**  
General Manager  
Policy and Business  
Improvement

Paul joined the Maritime Services Board in 1988 as Manager Survey Services.

With the restructuring of the MSB in the early 90s, Paul was appointed Manager Property and Assets within the Waterways Authority where he oversaw the implementation of the Authority's Geographic Information System (GIS) and the contracting out of legal conveyancing services associated with the Authority's 1500 private lessees.

Paul was appointed General Manager Corporate and Business Services in 1997 and held that position

until his appointment as Executive Director Maritime Asset Strategy in 2003. During that period Paul was responsible for implementing the Waterways Asset Development and Management Program (WADAMP), the SAP Enterprise Resource Planning System, the Rozelle Bay redevelopment as well as finalising two Enterprise Agreements.

**Responsibilities:** Asset Management – Survey and Spatial Information – Strategic Planning – Maritime Precinct Development – Property Management

**Paul Robinson**  
Executive Director  
Maritime Asset  
Strategy



# CRITICAL CAPABILITIES

Mark Forrest is one of the 18-person Environmental Services team – responsible for harbour cleaning, stormwater booms and the maintenance and monitoring of key sewage pump-outs in Sydney.



## Safety and Compliance Promotion

## Environmental Protection

**Goal** To maintain high standards of vessel safety and compliance on NSW waters

To ensure sustainable use of NSW waters

- Priorities**
- Raise safety awareness
  - Identify boating risks and hazards
  - Implement appropriate compliance campaigns
  - Implement National Marine Safety strategies
  - Ensure regulations are appropriate
  - Meet port security obligations

- Develop and implement boating plans of management
- Educate the community about sustainable practices
- Encourage greater inter-agency cooperation and sharing responsibilities

- Achievement Highlights**
- Recorded nine fatalities for the year compared with 22 for the previous 12 months
  - Conducted 49,227 on-water safety checks
  - Achieved 92% of recreational vessels to be compliant with safety requirements
  - Developed a Safety Management System for more than 1000 passenger-carrying commercial vessels operating statewide
  - Introduced compulsory wearing of lifejackets when crossing coastal bars
  - Completed port security plans for Yamba and Eden
  - Oversaw more than 10,000 aquatic events across NSW

- Removed 2874 cubic metres of debris from Sydney Harbour
- Collected more than 9.5 million litres of vessel waste from Sydney Harbour and Myall Lakes
- Conducted further trials of seagrass-friendly moorings
- Assisted to combat the spread of noxious aquatic weeds
- Developed boating plans of management for two rivers and four lakes
- Conducted a houseboat compliance campaign on the Hawkesbury River – 80 vessels inspected
- Conducted a vessel waste compliance campaign on the Clyde River – 120 letters sent to mooring licence holders, 26 vessels checked, and approximately 10 signs erected

- Future Directions**
- Develop a recreational boating strategy with 5, 10 and 15 year outlooks
  - Implement random breath testing for the 2004–05 season
  - Investigate licence testing options
  - Coordinate port security in NSW
  - Implement a Safety Management System for passenger-carrying commercial vessels

- An enhanced focus on environmental responsibilities
- Develop and implement a strategic approach for future boating plans of management
- Examine additional management options for sewage, grey water and bilge water
- Explore avenues for increasing the number of sewage pumpouts statewide

Safety checks revealed compliance with equipment requirements and regulations exceeded 92% for boats inspected statewide.



## Asset Management

To maintain, develop and improve maritime assets management

- Ensure appropriate asset investment, maintenance and disposal systems are in place
- Develop and improve boating infrastructure
- Manage the placement and maintenance of navigation aids and signs statewide
- Maximise value for money

- Installed a total of 19 new navigation lights and upgraded a further 23
- Replaced 28 navigation aid pylons
- Installed or upgraded 122 navigation buoys
- Accepted responsibility for an additional four lighthouse lights to bring the total to 14 lights now under the responsibility of the Authority
- Offered a total of \$1,607,146 in WADAMP grants for a record 47 projects
- Completed a survey into boat ramp use in Sydney Harbour

- Conduct an audit of boating facilities statewide
- Audit all commuter wharves in NSW

## Organisational Improvement

To build an equitable, quality focussed organisation fostering learning and innovation

- Encourage staff to learn and adopt new developments, business processes and practices
- Provide safe, functional and comfortable workplaces
- Promote sound co-operative employee relations and effective employee services
- Encourage the employment of people with disadvantaged backgrounds

- Completed a review of the functions and structure of the Authority
- Conducted a staff satisfaction survey
- Provided staff with an average of three days training
- Provided compliance and re-certification training for boating service officers, vessel surveyors and marine investigations staff
- Provided performance management training to all staff to deliver skills for effective participation in discussions about performance
- Provided negotiation and influencing skills training for managers and key staff involved in negotiation
- Commenced a statewide OH&S Inspection Program of workplaces and locations
- Maintained a weekly staff newsletter

- Develop a business continuity plan
- Develop a pricing philosophy and implementation strategy for all charges



Left: Principal Policy Officer Safety Ed Kwanten and Public Affairs Manager Neil Patchett finalising a set of key safety messages for translation into languages other than English.

Right: Acting Finance Manager Lay Ying Chu checks over the purchasing and accounts payable statements which were audited during the year.



## Stakeholder and Community Relations

**Goal** To meet and exceed stakeholder expectations by providing quality services and innovative products

- Priorities**
- Raise community awareness of the role of the Authority and its relationship with other agencies, general public and boating community
  - Develop strategic alliances that will enhance community safety
  - Ensure relevant and appropriate information is made available to the public
  - Conduct surveys of customers
  - Enhance services provided through e-business

- Achievement Highlights**
- Restructured the Authority's peak consultative group, the Waterways Advisory Committee
  - Conducted a series of customer surveys in early 2004 targeting boat owners, commercial vessel operators, commercial vessel passengers and wetland lease holders
  - Translated key boating messages into languages other than English (LOTE) and made available over the Internet
  - Maintained an Info Line seven days a week that received more than 79,000 calls
  - Maintained an up-to-date website that attracted 840,000 page views
  - Allocated more than \$440,000 to producing more than 100 publications and products delivering safety, environmental and corporate information to the public such as waterproof maps and handbooks
  - Supported Sydney Harbour Week and a series of boat shows to promote safe and responsible boating
  - Contributed \$49,000 towards a subsidised telephone weather information service that attracted 105,951 calls
  - Spent more than \$300,000 on awareness and education publicity campaigns

- Future Directions**
- Expand appropriate multilingual messages as required
  - Provide transparent reporting of financial statements
  - Enhance e-business services to the public